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**Reaffirming and Expanding the LA Model**

After a robust process involving extensive stakeholder input and community engagement, in July 2017, the much-anticipated Campus Kilpatrick opened its doors, holding promise for a brand-new juvenile justice paradigm in Los Angeles County (County). The boys and young men ordered to spend up to nine months at the probation-run juvenile facility in Malibu would experience a transformed environment, one that looked and felt nothing like the outdated youth prisons of the past. Touted for its small, homelike living units, therapeutic milieu, consistency in staff presence, and specialized training for all employees, Campus Kilpatrick was poised to deliver a fresh and effective approach to supporting and engaging justice-involved youth.

Ultimately, it was hoped that life trajectories would be altered and outcomes meaningfully improved. However, for all the time and effort invested in developing the LA Model, ongoing challenges with implementation have prevented it from becoming fully realized. From the lack of stability due to the Probation Department's traditional 56-hour work week in the camps, to the absence of specially recruited staff, to the limited presence of onsite community-based providers, Campus Kilpatrick's potential for

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creating a genuinely transformative place for young people remains unfulfilled.

In addition, the last several years have brought new difficulties, which have exacerbated existing barriers to achieving alignment with the LA Model. In 2018 the Woolsey fire led to the evacuation and temporary relocation of Campus Kilpatrick staff and youth to the vacant Challenger Memorial Youth Center in Lancaster. Just as Campus Kilpatrick was deemed ready for staff and youth to return, the pandemic that began over a year and half ago impacted everything from programming to education to visitation. These challenges persist today.

In May of 2020 Governor Newsom announced the State's plan to close the Division of Juvenile Justice (DJJ). As of June 30, 2021, the State stopped accepting youth into its facilities. The responsibility of caring for and treating youth who would have otherwise been sent to the State's DJJ now rests with the County. Currently, Barry J. Nidorf Juvenile Hall (Barry J.) in Sylmar is housing 8 young people who have already been placed on the secure youth treatment facility (SYTF) track by the Court. There are an additional 50 young people who are "pre-disposition" but are charged with offenses that make them eligible for the SYTF track. The time to plan for the services and programming these young people need is now.

The Juvenile Justice Coordinating Council's Realignment Block Grant Subcommittee (JJRBG)—which is the body mandated by the State to develop a DJJ transition plan—recommended that Campus Kilpatrick be used as the County's temporary SYTF for up to 45 young people until a permanent location is chosen. In September the County will receive its first round of funding from the State, approximately \$8M to be utilized for services and programming for this new population.

Although the DJJ transition is a distinct effort with its own statutorily mandated requirements and specific funding streams, the County's vision for serving these young

people predates the Governor's decision to close the DJJ. The Youth Justice Reimagined (YJR) model is that vision and, as of July 1, 2021, when the State stopped accepting young people into its system (with rare exception), the young people who would have otherwise been sent to the DJJ became part of our local population of detained young people. They are no longer "the DJJ population" or the "formerly DJJ population"—they are, quite simply, young people for whom we have a service responsibility accomplished in a way that promotes healing, treatment, and youth development.

In the midst of the DJJ transition and the County's ongoing work to achieve the vision of Youth Justice Reimagined, the Board has a unique opportunity to reaffirm its commitment to the LA Model and, at the same time, integrate key components of YJR. As a starting point, such elements must include an increased and meaningful presence of community-based providers; restorative justice programming; expanded educational opportunities; added green space; daily substance use and recovery support; and Credible Messenger mentorship. The services and programming put in place at Campus Kilpatrick must be available to all youth who are placed there, without distinction. The long-term goal is to develop a framework that can eventually be applied to the any other remaining halls and camps, including the permanent SYTF location that is ultimately identified by the JJRBG.

At this critical moment, we have the ability to implement the LA Model with greater fidelity to its original design and intent, while incorporating fundamental components of YJR. Campus Kilpatrick can and should be a model for what we aim to put into practice at all of our juvenile facilities. LA County must make good on its promise to truly change this system and start by providing young people with the kind of support and opportunities for growth and healing that we know work.

**WE, THEREFORE, MOVE** that the Board of Supervisors:

1. Direct the Chief Probation Officer, in consultation with the Public Defender, Alternate Public Defender, District Attorney, and other relevant stakeholders, to report back in 30 days with a plan to implement Healing Dialogue and Action's (HDA) Restorative Justice pilot proposal at Barry J. Nidorf and Campus Kilpatrick within 60 days using funds from the Third District's allocation of County Delinquency Prevention Program and/or Anti-Gang Strategies Program Funds. At a minimum, the plan must include the following:
  - a. Victim Awareness/Restorative Justice Programs at both locations.
  - b. HDA Symposiums every 4-6 months at both locations.
  - c. Days of Healing for families of detained youth.
  - d. Opportunities or HDA's Wounded Healers to engage with young people from the moment of detention until the time of release.
  - e. Physical space at both locations to facilitate a consistent presence and meaningful engagement between HDA and the young people in the program.
2. Instruct the JJRBG, the Probation Department, and the Office of Youth Development and Diversion (YDD) to work collaboratively and consult with other relevant stakeholders to report back in 60 days with the following:
  - a. A plan to ensure that every young person, regardless of age, receives robust, engaging, and appropriate educational opportunities at Campus Kilpatrick. Specifically, the plan should explore partnerships with local colleges (e.g., trade, vocational, community colleges, etc.) to provide educational opportunities for

young people who are over the age of 18 and/or have completed their high school education.

- b. A plan to implement a Credible Messenger mentorship program, facilitated through YDD and the YJR Youth Justice Advisory Group, to complement the HDA pilot referred to in Directive 1 and to explore funding this program using unspent Juvenile Justice Crime Prevention Act or existing YDD resources that can be applied to planning, capacity building, and implementation in this fiscal year.
  - c. A plan to ensure that daily recovery services are available to all young people at Campus Kilpatrick. Specifically, the plan should explore a partnership with the Department of Public Health, as well as the feasibility of contracting with lived-experience substance recovery counselors, such as those who are currently involved with the County's drug courts.
  - d. A plan to establish a council of county and community stakeholders for Campus Kilpatrick to complement the existing youth and parent councils.
3. Direct the Chief Probation Officer to report back in 60 days with the following:
- a. An inventory of the training that was to be implemented as part of the LA Model, an accounting of the training that each staff person currently assigned to Campus Kilpatrick has received, and a plan to ensure that all current staff receive any missing training requirements no later than December 31, 2021.
  - b. A plan to ensure that all Probation staff, DMH staff, LACOE staff,

outside agencies, providers, community-based organizations, and others who will support young people at Campus Kilpatrick are trained on the LA Model.

- c. An analysis of the feasibility of returning to a model by which staff are specifically recruited to work at Campus Kilpatrick.
  - d. An analysis of the feasibility of engaging a charter school to provide educational services to all youth at Campus Kilpatrick. The Department should consult with County Counsel and LACOE, as needed, to develop this analysis.
  - e. A plan to bring Campus Kilpatrick up to its COVID-specific capacity of 45 non-SYTF youth.
  - f. Copies of daily activity plans and schedules for Campus Kilpatrick that demonstrate young people will be occupied and engaged throughout the day.
4. Direct the Chief Probation Officer, in consultation with the Department of Public Works, Chief Executive Officer, and other relevant stakeholders to report back in 90 days with the following:
- a. A plan to install mobile sleeping quarters for Campus Kilpatrick staff at Camp Miller to eliminate the need to use Camp Gonzales for sleeping quarters.
  - b. An analysis of the feasibility of renovating Camp Miller to create working/office space for embedded community-based organizations, additional classroom space, and green space that is safe for the young people at Campus Kilpatrick to use for recreation.

5. Instruct the JJRBG to consider and incorporate the above directives in the SB823 spending plan recommendations due to the Board of Supervisors on October 8, 2021.
6. Instruct the CEO to work with the Probation Department and YDD to report back in 60 days with the following:
  - a. An analysis of any funding gaps that are not addressed by the JJRBG's spending plan recommendations.
  - b. An analysis of how the Probation Department's existing capacity building and grant-making contract(s) with third party administrators, such as the Ready to Rise initiative, can be leveraged and modified to expedite funding and implementation of the above directives.
  - c. Recommendations as to other funding sources that can be leveraged for the above directives, including any unspent Youth Offender Block Grant funds.
7. Instruct the JJRBG and the Probation Department to ensure that copies of all the above-referenced report-backs are provided to the Probation Oversight Commission (POC) and submit status reports to the POC every 45 days thereafter until the above directives are fully implemented at Campus Kilpatrick.